



County of Los Angeles
Sheriff's Department Headquarters
4700 Ramona Boulevard
Monterey Park, California 91754-2169



LEROY D. BACA, SHERIFF

January 26, 2011

The Honorable Board of Supervisors
County of Los Angeles
383 Kenneth Hahn Hall of Administration
Los Angeles, California 90012

Dear Supervisors:

SHERIFF'S DEPARTMENT OVERTIME REPORT BACK

This correspondence is in response to your Board's March 16, 2010, request for a bi-weekly status report on the Los Angeles County Sheriff's Department's (Department) overtime curtailment efforts and its impact on Department operations.

The Department's overtime expenditures for the period, from December 1, 2010, through December 15, 2010, totaled \$1.9 million. Seventy percent of this expenditure is reimbursable through contracts, grants, or other revenue sources. Factoring out the reimbursable hours reduces the Department's actual monetary expenditure for overtime to \$576,134.

As the year 2010 closed, it was evident that the way the Department currently operates is very different from our practices prior to the budget curtailment. While we have made great strides toward reaching our 16-month goal to cut \$128 million from our budget, the Department no longer has the resources to conduct many of the proactive risk management and administrative tasks which used to be the norm and ensured the Department's compliance with County policies and procedures. Additionally, sheriff's stations are reporting a decrease in the amount of time spent conducting proactive enforcement activities such as parole and probation searches. Much of the time formerly spent on those activities is now spent fulfilling obligations to the Cadre of Administrative Reserve Personnel (CARP).

The employees who comprise the CARP program are assigned to the majority of the Department's administrative, investigative, and training units. To fulfill their CARP obligations, these employees complete their regular duties 32 hours per week, and use

A Tradition of Service

the remaining 8 hours of their work week to fill line positions requiring mandatory staffing. During the second half of December, the CARP program filled 2,465 positions in lieu of operating with a reduced line staff or expending overtime. This brings the total number of CARP shifts worked between March 1 and December 31, 2010, to 27,565.

As the Department enters the new year, we face ever increasing backlogs, delays, and inefficiencies among the units participating in the CARP program as well as those units who had, in the past, depended upon the availability of overtime funding to control fluctuations in their workloads. One area of the Department noticeably impacted by the curtailment of our budget is patrol operations.

The amount of time it takes for a patrol unit to respond to a call for service is influenced by many factors including: call volume, the complexity of the service required, the responding deputy's experience and familiarity with the service area, and the physical distance between calls. Any combination of these factors can increase or decrease response times. Fluctuations in response times are to be expected, based upon the conditions in effect at the time a call is received. However, it is likely that the use of CARP members within patrol has played a role in these delays, as the Department's response time to calls for service has increased on average since undertaking our overtime reduction efforts.

- The average response time to an emergency call for service in calendar year 2009, was 4.9 minutes. The average response time to emergency calls in calendar year 2010, was 5.3 minutes, an increase of 8 percent. The increase was especially dramatic in the unincorporated County areas where response times rose from 5.5 minutes to 6.0 minutes, a 9 percent increase.
- The average response time to priority calls was less significant, but still showed an increase from 9.5 minutes in 2009, to 9.9 in 2010.
- Response times to routine calls for service increased from an average of 39.6 minutes in 2009, to 43.5 minutes in 2010, an increase of 15 percent.

Although the amount of time spent responding to calls for service has increased, the number of calls for service has gone down.

- In 2009, the Department responded to 815,284 calls for service. In 2010, we responded to 793,294 calls for service, a 3 percent decrease.

Also significant to point out is the decrease in proactive patrol activity.

- The number of arrests made based upon the observations of deputies (as opposed to arrests made in response to calls for service) in 2009 was 1,407,435. That number fell to 1,364,605 in 2010, a decrease of 3 percent.

These figures, coupled with the Department's increasing response times, point to an overall loss of efficiency within our patrol operations. The following are additional examples of operational and public safety impacts experienced during this reporting period:

- All divisions report a decrease in staff supervision as supervisors CARP into lower level positions and supervisor vacancies are left unfilled.
- All divisions report an increase in overdue personnel performance evaluations. As of December 31, 2010, the Department had approximately 2,000 evaluations overdue, as supervisors are completing their weekly CARP obligations and using their remaining work hours to complete more critical administrative tasks.
- Administrative Services Division reports that Pay and Leave Management Unit (PLM) has discontinued its audits of the timekeeping practices at the 26 non-consolidated timekeeping units. The audits were discontinued due to a lack of staff and the need to control overtime usage. PLM is concerned that the lack of these quality and control checks will result in an increase in over and underpayments.
- PLM has also discontinued its normal review of 10 percent of all entries made into the Countywide Timekeeping System (CWTAPPS). The suspension of this review results in less quality and control over employees' time benefits. This review was suspended due to the need for PLM supervisors to fill in behind staff vacancies and complete time entries themselves.
- Custody Operations Division (Custody) reports that prior to its budget reduction efforts, male misdemeanor offenders were serving approximately 80 percent of their jail sentences. To achieve the required budgetary and staffing curtailments, Custody has closed 4,481 jail beds since January 2010. This resulted in a reduction in the percentage of time served from 80 to 20 percent.
- All Field Operations Regions (FOR) report an increase in the number of open cases assigned to station detective bureaus. Station investigators are fulfilling their CARP obligations and, as a result, have less time available to investigate and close cases. The number of open cases assigned to station detective bureaus stood at 6,055 on February 28, 2010. That number grew to 11,319 by December 31, 2010, an increase of 87 percent.

- All investigative units report a reduced level of continuity and efficiency of investigations due to a lack of overtime. In the past, overtime was used to allow detectives to follow leads as they were developed during an investigation. Since the curtailment of overtime, many investigative activities have been postponed until they could be completed within the investigator's 40-hour work week.
- Operation Safe Streets Bureau (OSS) reports that on December 25, 2010, investigators were unable to conduct a contiguous follow-up investigation and canvass the area of two shooting incidents, diminishing their chances to locate additional witnesses. When the investigation resumed, no additional witnesses to the incident were identified.
- OSS also reports the postponement of two search warrant operations and one probation search during this reporting period. Time is of the essence when conducting search operations as suspects, evidence, illegal narcotics, and firearms are moving or being moved on a continuous basis. While it is impossible to definitively calculate the detrimental effect these postponements are having on our law enforcement operations, there is no doubt the lack of investigative continuity is inefficient and harmful to the success of our investigative efforts.
- The Department's Community Oriented Policing (COPS) teams have been very successful in deterring criminal activity through their proactive enforcement efforts. On December 29, 2010, however, the COPS team assigned to the Compton Sheriff's Station patrol area was unable to assist during two gang related shootings in East Rancho Dominguez because they were fulfilling their CARP obligations at the time of the incidents.
- Aero Bureau reports that during the second half of December 2010, 152 requests for air support from patrol units went unanswered because overtime was not used to augment its flight operations. The requests include: 4 assaults with a deadly weapon, 6 requests by deputies for assistance or back-up, 3 requests for checks of areas not visible from the ground, 31 burglaries, 1 carjacking, 3 disturbances, 14 persons with a gun, 1 person with a knife, 2 missing persons, 6 prowlers, 28 robberies, 20 reports of shots fired, 9 spousal assaults, 13 stolen vehicles, 1 instance of trespassing, 4 reports of vandalism, 3 hang-ups on the 911 system, 1 report of a woman screaming, 1 mentally ill person, and 1 vehicle pursuit.

The extraordinary efforts undertaken by the Department to meet our budgetary obligations, though very successful financially, are taking an ever increasing toll on Department operations. As always, every effort is being made to ensure the impact on the communities we serve is mitigated and public safety is not compromised.

The Honorable Board of Supervisors

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January 26, 2011

Should you have any questions or require additional information, please contact
Division Director Victor Rampulla, Administrative Services Division, at (323) 526-5357.

Sincerely,

A handwritten signature in black ink, appearing to read "Leroy Baca", with a stylized, cursive script.

LEROY D. BACA
SHERIFF

**LOS ANGELES COUNTY SHERIFF'S DEPARTMENT
FY 2010-11 OVERTIME EXPENDITURE
HALF-MONTHLY REPORT**

(a) DIVISIONS	(b) TARGET MONTHLY OVERTIME EXPENDITURE	(c) TARGET HALF-MONTHLY OVERTIME EXPENDITURE	(d) ACTUAL OVERTIME EXPENDITURE JULY	(e) ACTUAL OVERTIME EXPENDITURE AUGUST	(f) ACTUAL OVERTIME EXPENDITURE SEPTEMBER	(g) ACTUAL OVERTIME EXPENDITURE OCTOBER	(h) ACTUAL OVERTIME EXPENDITURE NOVEMBER	(i) ACTUAL OVERTIME EXPENDITURE DEC. 1-15	(j) ACTUAL OVERTIME EXPENDITURE DEC. 16-31	(k) ACTUAL OVERTIME EXPENDITURE JANUARY	(l) ACTUAL OVERTIME EXPENDITURE FEBRUARY	(m) ACTUAL OVERTIME EXPENDITURE MARCH	(n) ACTUAL OVERTIME EXPENDITURE APRIL	(o) ACTUAL OVERTIME EXPENDITURE MAY	(p) ACTUAL OVERTIME EXPENDITURE JUNE	(q) TOTAL TARGET OVERTIME EXPENDITURE	(r) TOTAL ACTUAL OVERTIME EXPENDITURE JULY 1 TO DATE (d)+(e)+(f)+(g)+(h)+(i)+(j)+(k)+(l)+(m)+(n)+(o)+(p)+(+/-)
Admin. Svs	\$25,000	\$12,500	\$54,763	\$46,822	\$35,255	\$42,486	\$28,978	\$17,553	\$28,728							\$300,000	\$254,585
Correctional	\$174,000	\$87,000	\$394,032	\$307,047	\$252,660	\$227,463	\$213,312	\$100,878	\$81,054							\$2,088,000	\$1,577,046
Court	\$541,000	\$270,500	\$1,129,730	\$1,058,408	\$785,851	\$363,870	\$215,748	\$108,439	\$48,739							\$6,492,000	\$3,710,785
Custody	\$290,000	\$145,000	\$620,250	\$587,323	\$388,643	\$240,510	\$288,940	\$133,768	\$126,170							\$3,480,000	\$2,385,604
Detective	\$298,000	\$149,000	\$654,517	\$518,841	\$462,585	\$485,337	\$414,545	\$197,933	\$133,222							\$3,576,000	\$2,866,980
Executive	\$12,000	\$6,000	\$12,788	\$31,090	\$24,363	\$9,018	\$14,844	\$18,975	\$4,571							\$144,000	\$115,649
LTD	\$60,000	\$30,000	\$152,839	\$127,492	\$46,920	\$27,769	\$91,288	\$46,524	\$55,176							\$720,000	\$548,028
Homeland	\$465,000	\$232,500	\$955,538	\$810,390	\$790,027	\$483,259	\$446,400	\$139,288	\$120,943							\$5,580,000	\$3,745,845
FOR I	\$620,000	\$310,000	\$1,423,900	\$1,159,250	\$825,999	\$575,767	\$615,500	\$360,180	\$483,741							\$7,440,000	\$5,444,337
FOR II	\$634,000	\$317,000	\$1,349,668	\$1,117,966	\$1,010,073	\$680,265	\$632,799	\$398,785	\$371,603							\$7,608,000	\$5,561,159
FOR III	\$393,000	\$196,500	\$930,912	\$667,200	\$562,614	\$460,691	\$462,305	\$240,591	\$267,537							\$4,716,000	\$3,591,850
Tech. Svs	\$65,000	\$32,500	\$139,667	\$122,645	\$96,607	\$103,527	\$120,061	\$43,133	\$37,390							\$780,000	\$663,030
Sub-total	\$3,577,000	\$1,788,500	\$7,818,604	\$6,554,474	\$5,281,597	\$3,699,982	\$3,545,320	\$1,806,047	\$1,758,874	\$0	\$0	\$0	\$0	\$0	\$0	\$42,924,000	\$30,464,898
County Svs.	\$423,000	\$211,500	\$905,740	\$986,465	\$433,573	\$324,075	\$251,890	\$133,798	\$149,039							\$5,076,000	\$3,184,580
TOTAL	\$4,000,000	\$2,000,000	\$8,724,344	\$7,540,939	\$5,715,170	\$4,024,057	\$3,797,210	\$1,939,845	\$1,907,913							\$48,000,000	\$33,649,478
% Reimbursed			71.6%	75.5%	74.4%	72.6%	67.5%	70.3%	79.3%								73.1%
\$ Reimbursed			\$6,246,630	\$5,693,409	\$4,252,086	\$2,921,465	\$2,563,117	\$1,363,711	\$1,512,975	\$0	\$0	\$0	\$0	\$0	\$0		\$24,590,572

As of : January 18, 2011